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ABSTRACT

This leadership development guide is designed for use by student officers of the Vocational Industrial Clubs of America (VICA). Discussed first are the uniqueness of each individual and the qualities that made several famous leaders great. In the second section, various aspects of developing leadership abilities are addressed, including becoming familiar with the background and organization of the VICA, understanding parliamentary procedure, knowing the responsibilities of VICA members and officers, learning to get along with and draw out the best in others, knowing oneself, and mastering the basics of public relations. (MN)

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# LEADERSHIP DEVELOPMENT GUIDE

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VICA 15

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## INTRODUCTION

Congratulations on your decision to develop your leadership abilities. By making this choice you have taken the first major step in reaching your goal.

Since leaders and public speakers are not born, only babies are, people with these talents must get them some other way. And very likely, they all start with the desire to serve humanity. The desire to do for others is one of the biggest factors of success.

In order to get anywhere, do anything, or become someone special we have to want to attain a goal. Stack up enough "wants" and they will outweigh any obstacle. Combine this desire with self confidence and willingness to work, and we become a force that can move mountains.

Since you will be working with other members for the good of your club, there are several things you will need to know about leadership, human nature in general, and yourself in particular. We will go into each of these in greater detail later, but right now let us touch on them lightly.

First of all, your ability to lead starts with you. As we said earlier, there is no such thing as a natural born leader - just people who wanted something and were willing to work for it. Let us compare developing leadership abilities with weight lifting. While there are some people naturally endowed with big muscles and have somewhat of an advantage, the "I was once a 98 - pound weakling" story can become reality. That is, if "weaklings" spend enough time and effort, they can overcome the disadvantage and develop big muscles themselves. So if you are ever tempted to say, "If I had his looks, or her voice I could be a great speaker or leader myself", remember this. You already have everything you need in order to become anything you want to be. Just work at developing your own abilities. You might have a little farther to go than some, but the trip will be well worth it.

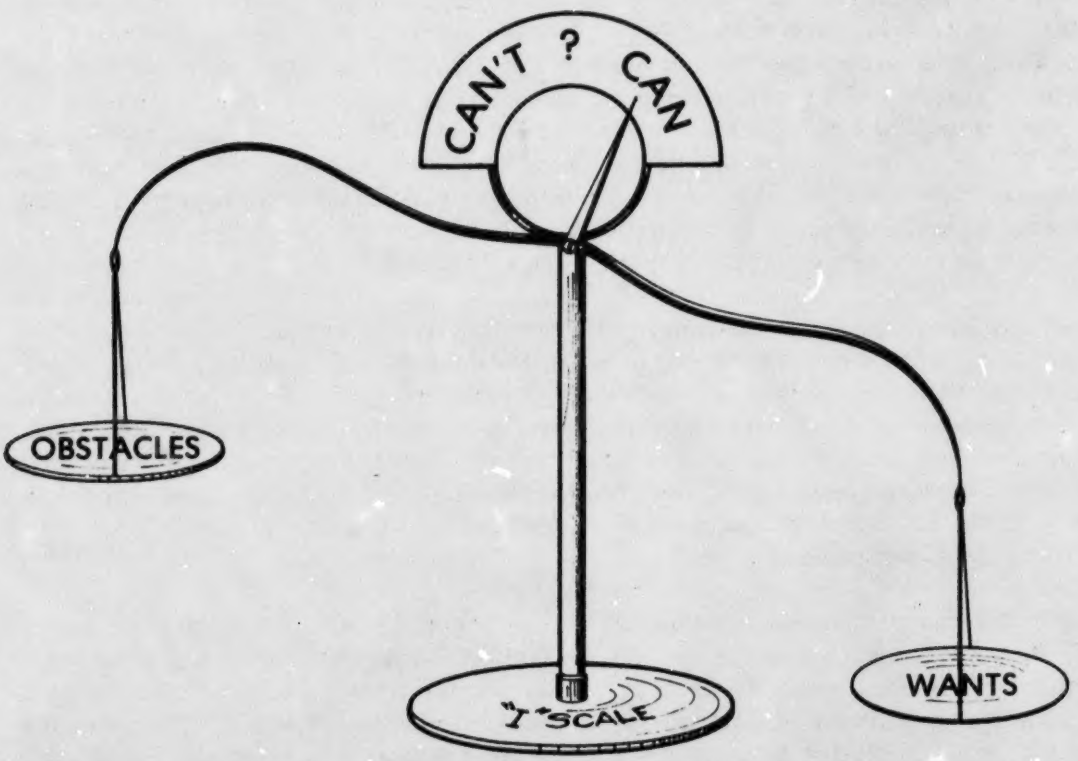
Something else we need to discuss briefly here is attitude and motivation. A leader should know what these words mean and understand the relationship between them. Motivation, very simply, means what we do. Everything we do (or do not do) depends on our motivation. As a matter of fact, there is no such thing as being unmotivated. Saying that someone is unmotivated usually means that the person is not doing what we expect or would like them to do. A good leader understands this, and will find a way to turn the "unmotivated" person around. This is most successfully done by changing their attitudes.

Simply stated, our attitudes are the way we feel about things. And, as one can easily see, they have a direct effect on our motivation. Students with a negative (bad) attitude toward a school subject will usually not do very well in it. Those with a positive (good) attitude will normally do well in the same course. The students might be equal in ability, have the same textbook, teacher, and even take the subject

in the same class, yet one will make an excellent grade and the other will barely scrape by. The difference is their attitudes. One student is motivated to learn and the other is not.

We are not born with our attitudes, but develop them through the experiences we live. This is an important point. Most attitudes are rather rigid but they are not set in concrete. And since they are learned, they can be changed through new experiences. It takes more than one or a few, though. When people have had a great many experiences that caused the attitudes they now have, it usually takes time and effort to change them.

Probably the most important attitudes we have, the ones that affect our lives the most, are our feelings of self esteem. If we feel good about how we look, feel capable of handling new situations, and really like other people while feeling we are liked in return, then we have a positive self concept. However, since we grow up in a negative society - no parking, no right turn, stay off the grass, stay out of water, etc. it is sometimes hard to feel positive about oneself all the time. Negative feelings can range from mild stress shyness such as being afraid to make a speech to a group, to a more serious condition psychologists term an inferiority complex. But with work and determination any of these can be overcome, and the person can develop a good self image. Personality and leadership abilities will improve at the same time so that after getting over these "hills" you will be ready for mountains.



## THE MIRACLE

It has not been very many years ago that a very important event took place. A baby was born that was unique - a one of a kind, so to speak. The genes the baby inherited were combined in such a way that there had never been another exactly like it on the face of this good earth. And, even if the baby had an identical twin, their experiences would soon make them unique individuals. What value would you place on anything so rare? Especially when you consider that it came "fully loaded".

The baby came equipped with some miracles to make it easier to get along in the world.

It had a heart that would beat on its own accord for many years to come - pumping blood through miles and miles of veins, arteries, and capillaries. It could speed up with excitement, then slow down to a steady beat in quiet moments. It might be broken many times, but would always mend itself better than new during the years of puppy love.

The respiratory system was another miracle. A pair of lungs could absorb oxygen necessary for the body, and at the same time, could get rid of the gases that would otherwise poison it. Like the heart, the lungs worked faster or slower depending on the need, and it was all done automatically.

The baby had a digestive system that in time would develop organs that could handle almost everything from "soup to nay," as the old saying goes. It would break down milkshakes, pizza, and hamburgers, then turn them into bone and muscles, and into energy for the work to be done. This system also worked automatically - even to sending a message when the rest of the body needed food or drink. Truly a miracle, wouldn't you say?

The senses of this rare individual were not highly specialized as in many animals, but considered all together, they could do much more. The eyes were not as keen as those of an eagle, but both could focus on a near object at the same time and tell its shape and the distance to it. They could even see colors. That is something very few animals can do.

Hearing was not as sharp as that of canines, but the individual could interpret a vast number of sounds, tell the direction they came from, and give a good idea of their distance. A truly remarkable organ, the skin, provided for taste and smell, and a sense of touch so sensitive the weight of a fly could be detected.

Along with muscle and bone growth, there also developed a sense of balance that allowed the individual to walk and run on only two feet - a very rare gift indeed.

The brain of this unique individual was the best miracle of all. It had billions of circuits that could store vast amounts of information. It could recall and bring back the bits of knowledge in planning for future events - perhaps years ahead. The brain can be compared to a computer, but it would require a computer the size of a house to store as many facts as this little brain could. Also, the brain could be programmed by a child, while less than a teaspoon of sugar would keep it working all day. How is that for saving energy?

Just in case you have not guessed who the miracle is by now, it is you. You have been given these millions of dollars worth of gifts and more, to better serve yourself and society. Your fellow members must have recognized your abilities or they would not have elected you an officer. All you have to do now is show them you deserve their trust. Simply develop your leadership potential. This is something only you can do - so get started.

# Welcome to the Club!

## PROFILES OF LEADERS

In the year 1850, a baby boy was born who would, after developing his abilities, play a major role in improving the lives of millions of people. He was not given the "leadership qualities" of large size and exceptional good looks. He grew to only five feet, four inches in height. He had none of the economic advantages either, for his family was so poor he was taken out of school at the age of ten and put to work. Let us take a look at Samuel Gompers - the person who helped to create and lead an organization that would one day number some fifteen million people - The American Federation of Labor.

Gompers began life as somewhat an alien. His Jewish parents were recent immigrants from Holland who had settled in Spitalfields, England. This was a suburb of London that was highly industrialized. It was an over-crowded, rotting down area covered with factories and shabby rows of drab, brick houses. The entire family lived in one large room with a very small room in back used for storage. There was no yard with trees and grass, and when the children played, they did so in the streets.

His formal education began at the age of six in the Jewish Free School. There he was taught the traditional reading, writing, arithmetic, history, and geography. Religious training, as was the Jewish custom, was provided at home. Samuel learned quickly, so when he was ten years and three months of age his father took him out of school. The family needed the few pennies a day the little boy could earn. However, getting so little formal education might have been an advantage in the case of Samuel Gompers. For it gave him an appetite for knowledge that lasted the rest of his life.

He became an apprentice cigar maker and continued his education in the Night Free School to, as he put it, add to his "meager equipment". Among his studies were: French, which years later was helpful in international work; the Hebrew language necessary for studying the Talmud (Jewish religious training), which taught him to handle abstract problems, to discriminate, and to reason. And from his neighborhood friends he learned to speak and write Dutch.

When he was thirteen the Gompers family immigrated to America and settled in New York City. There Samuel continued to learn. He and some friends formed a debate club for their, "pleasure and mental advancement". They debated and conducted mock court trials which were good training for parliamentary procedure, public speaking, and "argumentation." This must have paid off. For at the age of sixteen his co-workers elected him to represent them, and he won the case against their employer.

Picture this if you can - a tiny sixteen-year-old boy representing a group of much older men in their grievances against a tough employer. Concerning his size, Gompers said, "My legs are so short I can never run away from a fight". And, with his mental abilities, he did fight. At that time workers could not legally form unions to win higher pay, shorter work days (14-16 hours a day, 6 or 7 days a week were common), or even sanitary work places with clean

water to drink. Often police riot squads and sometimes federal troops were called in to end a strike. Some of these actions resulted in injuries and death. Even the courts were used to keep the "common working class" in line. With the persistent efforts of people like Samuel Gompers we can now enjoy benefits that would have been unbelievable a hundred years ago.

Even as a teenager his strong, outgoing personality attracted people and won their respect. As a union leader he was probably the most important person in organizing the American Federation of Labor. He was also its duly elected president for 37 of its first 38 years of existence. What made this little man such a dynamic leader? We can best answer that question with two sentences taken from his last speech to an AF of L convention. Concerning the labor movement, he said:

> "I have been with this movement since the beginning, for I have been given the privilege of service that has been accorded but few. Nor would that privilege have been continued open to me had not service to the cause been my guiding purpose".

We can see from this passage that Samuel Gompers was a truly dedicated person - dedicated to improving the working and living conditions of the common people. And he was thankful to them for giving him the opportunity to serve. This is the mark of a great leader.

On July 10, 1974, a memorial was unveiled in Washington, D.C. More than 20,000 people came from all over the nation to witness the honor bestowed on a great leader. The monument was dedicated to the memory of one whose entire life had been devoted to the betterment of humanity.

Space will not permit a complete list of activities and accomplishments of this individual, but a few of them were: Received eleven honorary degrees including four Doctor of Humanities; Was awarded six medals and decorations; Founded a school that later became Bethune - Cookman College; Served on the National Child Welfare Commission under presidents Calvin Coolidge and Herbert Hoover; Was Special Advisor to President Franklin D. Roosevelt; Acted as Special Assistant to the Secretary of War; Was an Official Consultant at the Conference to Draft the United Nations Charter; Served as a member on the Committee of Twelve for National Defense; And was an Official Delegate sent to a Liberian inauguration under the Truman administration. Not a bad record for anyone. And these accomplishments were brought about by a southern black woman whose parents had been illiterate slaves.

Mary Jane McLeod was born July 10, 1875 about five miles from Mayesville, South Carolina. She was the fifteenth child in the family, and the first to be born to the McLeods since their freedom from slavery. Most of her older brothers and sisters had been sold off to cotton plantations nearby.

After their emancipation the McLeods had worked and saved up enough money to buy thirty-five acres of farm land and built a small, wood cabin on it. The floor was clay and there were no glass windows, but what the home lacked in modern conveniences was made up for with love and togetherness.

In order to make a living on the little farm the entire family was required to work. A well tended garden supplied vegetables, and the low land near the swamp was used for growing rice. Cotton, the money crop, provided shoes and clothing for the family. Mary Jane McLeod's early memories were of days of hard physical labor. By the time she was nine years old she could pick two hundred and fifty pounds of cotton a day. One incident was especially memorable. After the old mule dropped dead from exhaustion, the children took turns pulling the plow so the family would have food to eat.

Mother McLeod still did some work for the plantation owners and it was on a trip to deliver laundry to them that an important incident took place. It was something that would affect the rest of six-year-old Mary Jane's life. While her mother took the laundry in, Mary Jane was left to play with the white children in their playhouse outside. She discovered an object she had never seen before, but when she picked it up to look at it, one of the older children told her nicely, "Put that book down, Mary Jane. Come over here and I'll show you some pictures. Put the book down. You can't read." The child did as she was told, but she did not want to look at pictures. She wanted to learn to read.

It was a short time after this that their home was visited by a Miss Wilson.

She had been sent to the area by the Mission Board of the Presbyterian Church. Her assignment was to start a school for black children in Mayesville, and her first task was recruiting students. The McLeods agreed to send Mary Jane to the school, thus she was to become the first of their children to have the opportunity to get a formal education.

Mary Jane McLeod slept little that night due to the excitement of getting to go to school, but she was up at the crack of dawn the next morning. She dressed hastily in her best dress and new brogan shoes with copper covered toes. With a chalk and slate and carrying a tin pail full of bread and milk, she was ready to begin her education.

For the next six years she attended the Mission school for black children. It was a ten mile round trip to be walked every school day, but she complained only once. That was when some bullies set their big dog on her after school and he almost tore her dress off. Holding her clothes together as best she could, she tearfully told her mother what had happened. Mrs. McLeod met with the boys' father next day and he promised that it would not happen again. And it did not. Mary Jane completed her elementary education and was awarded a certificate. This only whetted her appetite for more learning.

Her chances of furthering her education were very slim indeed. There was no money to spare for education since Mother McLeod now had two children younger than Mary Jane. She was already indicating a bent toward becoming an educator by attempting to teach the young ones how to read and write. But Mary still hoped and prayed for a chance to be like Miss Wilson. And finally one day, her prayers were answered from afar.

Miss Wilson came to their home one day to let them know the good news. A white lady in Colorado had pledged a part of her meager savings from sewing for people to helping do the Lord's work. She had heard about Miss Wilson's school and wanted to help one of its graduates to continue their education. The school had chosen bright, eager to learn Mary Jane to bestow the scholarship on, and she readily accepted.

Mary McLeod attended Scotia Seminary in Concord, North Carolina for the next seven years. She studied Greek, Latin, and algebra, which were all new to her. Since she could not return home for summer vacations and the scholarship barely covered tuition and room and board, Mary had to work her way through school. She worked as a farm girl, laundress, cook, nurse, chambermaid, and at many other jobs in order to earn money for her personal needs. These jobs were valuable lessons within themselves.

After finishing up at Scotia Seminary Mary applied for a missionary assignment in Africa. She was turned down, so instead went to Chicago to study at the Moody Bible Institute. She studied Bible, but also did missionary work in prisons and in the dangerous slum areas of Chicago. Mary Jane nursed the sick and the poor and provided religious services in prisons. After two years she again applied for Africa missionary work, but once again was turned down. She decided to be a teacher in her own United States.

Returning to Mayesville, Mary Jane McLeod worked as an assistant to Miss Wilson in the school where she had started so long ago. After a year there she took an eighth grade teaching position at Haines Normal Institute in Augusta, Georgia. One of her duties there was recruiting students from slum areas, and this task taught her another valuable skill - one that she would need in a very short time. Over the next several years Mary Jane taught in Negro schools in Sumpter, Georgia, Savannah, Georgia, and Palatka, Florida.

While teaching in Savannah she met and married a fellow teacher, Albertus Bethune. They had a son and were together for several years, but the marriage was destined to fail. Albertus Bethune was happy teaching in established schools. Mary McLeod Bethune wanted to start a school of her own. He pointed out that they only had $1.50 to their name - hardly enough for starting a new school. But she felt that she had been preparing all her life for this venture. So with her small son and a few clothes, this courageous woman of faith went to Daytona Beach, Florida.

By the time she found a building that would do, Mary McLeod Bethune was without a dime. However, she convinced the landlord she would be able to get the $11.00 a month rent, and he let her have it on credit. It was a run-down, two-story house without any furniture. But by gathering apple boxes and shipping crates from local stores, she was able to put together chairs and desks for pupils. Her own chair was a wooden barrel turned on end. Thus, on October 4, 1904, the Daytona Literary and Industrial School for Training Negro Girls was opened for business.

Her school was a tremendous success right from the start. One of the main reasons for this was her curriculum. Her girls were taught not only to read and write, but also to work at several jobs. They would not only be educated but would be skilled as well. In fact, you could say Mary McLeod Bethune's school was one of the first vocational schools in the United States. The pupils learned farm work, clothes making, cooking, housekeeping, and many other kinds of skills that they could use to earn a living.

Starting from scratch financially, Mrs. Bethune very quickly had to become a fantastic fund raiser. She took a group of her girls to the plush resort hotels where they would sing hymns and then "pass the hat." She spoke at club meetings, other schools, or wherever she was invited to plead her cause. Sometimes her pay was a handshake but was more often a sum of money to help with her school's expenses.

The student body grew from five to two hundred and fifty in two years. Looking ahead, Mrs. Bethune saw a great need for a permanent site for her school with room for expansion. She found a swampy piece of land by the city dump and bought it - five dollars down and to be paid out in two years. She made pies and sold them, taught prison inmates, prepared literature, spoke at churches and lodges. She even went from door to door in the wealthy residential area to plead her cause and get donations. But by 1907 the land was cleared and paid for, and the first building, Faith Hall, was erected.

Under the leadership and direction of this dynamic woman the school continued to grow. More land was bought for

agricultural training, and more and better buildings were erected for dormitories and classrooms. In 1911 a high school curriculum was added. In 1925 the Cookman Institute, a boy's school, merged with the school and shortly after it was renamed Bethune-Cookman College in honor of the woman who was the driving force behind it all-Mary Jane McLeod Bethune.

The college has continued to flourish over the years. Today its twenty-seven buildings and land holdings are valued in the millions. It has a faculty of scholars and teachers numbering over a hundred. The Southern Association of Colleges and Secondary Schools gave it a very high "A" rating of accreditation. But the remarkable Mrs. Bethune's talents were not limited to her pet project. She used her energies in other important work.

In 1934 President Roosevelt appointed her Director of the Division of Negro Affairs in the National Youth Administration (at that time the highest government position ever held by a black woman). She held the office for eight years, providing education and employment opportunities for tens of thousands of black youths.

In 1935 she united almost all the black womens' clubs in the United States into one, the National Council of Negro Women. By doing so she became in effect the leader of all black women in America, for the organization numbered around 800,000 members. The list of offices she held, her memberships, positions, titles, honorary degrees, and medals she was awarded is staggering to the imagination. For it was through these that she worked to upgrade her people's life.

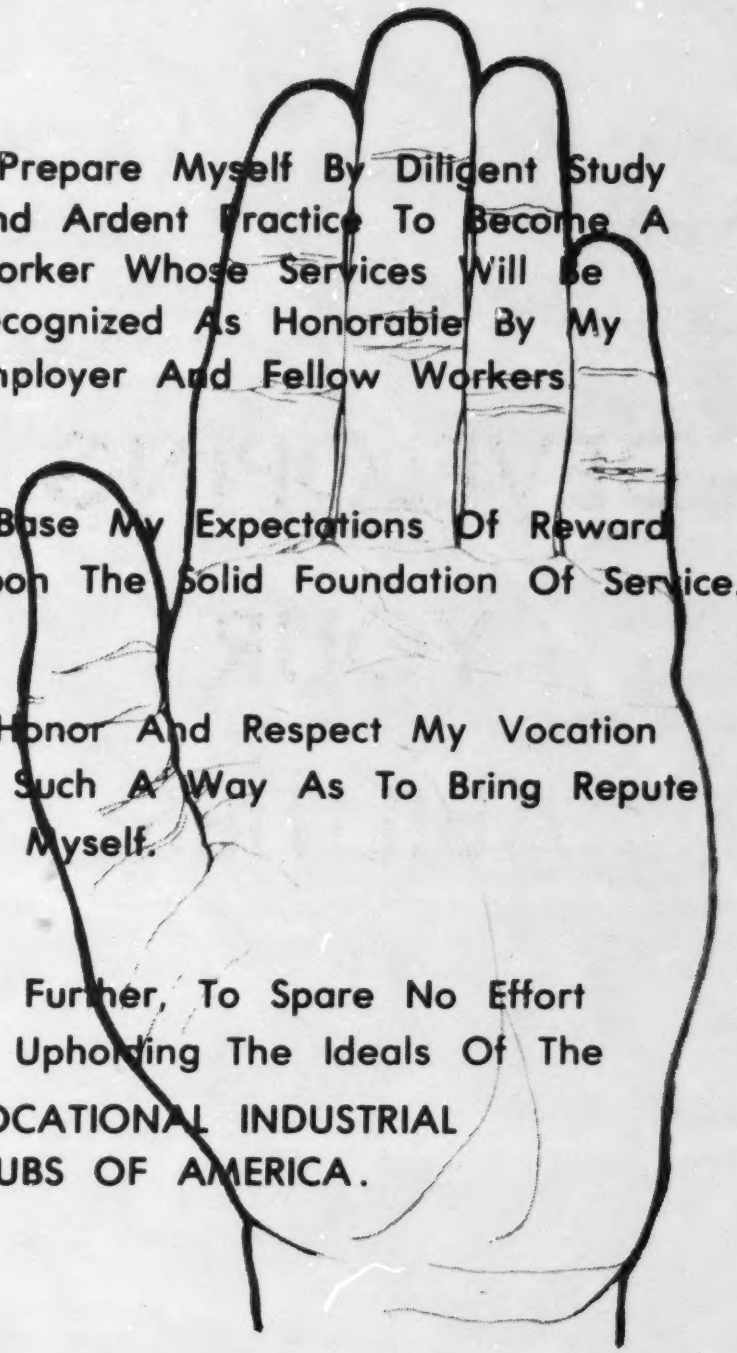
She died in the mid fifties with the satisfaction of knowing she had served her people well. When she was a child, less than five percent of the black population could read. When she died the black literacy rate was over ninety percent. There were over a hundred colleges and universities for blacks turning out graduates ranging from B.A. to Ph.D. to MD. Education for her people was no longer a dream. It was a fact. In the last paragraph of her last will and testament, Mary McLeod Bethune says:

> "If I have a legacy to leave my people, it is my philosophy of living and serving. As I face tomorrow, I am content. I pray now that my philosophy may be helpful to those who share my vision of a world of Peace."

## IN SUMMARY

You may have noted from the profiles of the leaders we presented here that the two people had some things in common. They were born babies without leadership abilities, they had none of the advantages that come with wealth, and both were "minorities" in that one was a Jewish immigrant and the other a black woman. These two were purposely selected to make a point. For if these people could take what they had, and develop into the leaders they were, then somewhere there must be a key to their success. Let us look at some other things they had in common. They both had a thirst for knowledge and understanding, they had a tremendous capacity for work, and each had a consuming desire to serve humanity by upgrading the lives of those around them. Therein must lie the key.

# DEVELOPING YOUR ABILITIES



To Prepare Myself By Diligent Study And Ardent Practice To Become A Worker Whose Services Will Be Recognized As Honorable By My Employer And Fellow Workers

To Base My Expectations Of Reward Upon The Solid Foundation Of Service.

To Honor And Respect My Vocation In Such A Way As To Bring Repute To Myself.

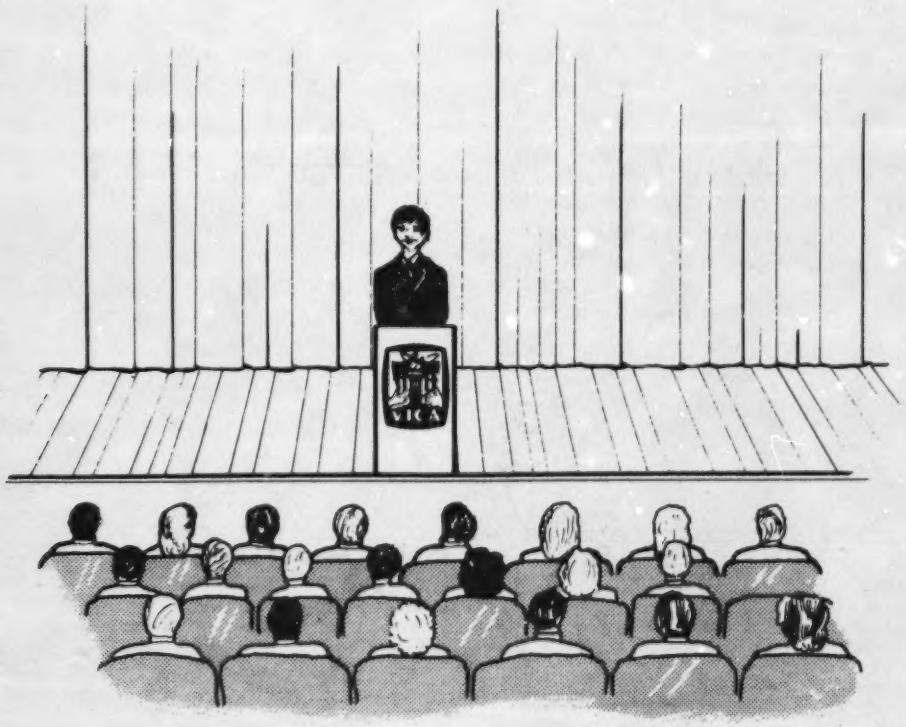
And Further, To Spare No Effort In Upholding The Ideals Of The VOCATIONAL INDUSTRIAL CLUBS OF AMERICA.

## KNOW YOUR CLUB

If you are going to be an officer and leader of an organization, what is the first thing you need to know? You need to know about the organization itself, of course. You will need to learn everything you can about the Vocational Industrial Clubs of America - its history and how it is structured on the local, district, state, and national levels. You must be familiar with the goals of the VICA organization and the various programs and activities that are made available through it.

Also, since VICA is an integral part of vocational industrial education, you should learn as much as you can about that subject. As a chapter officer you may be called upon to make informative presentations to groups of students and civic organizations. One of the slide-tape sets available can be a valuable aid for this. But a question and answer session usually follows, and you must be able to answer intelligently.

Probably your best source of information on VICA is Leadership Handbook for the Vocational Industrial Clubs of America. This publication is available from the state office or the national headquarters. For information on vocational industrial education, there are slide-tape sets and several publications available from the address in front of this manual.



## KNOW PARLIAMENTARY LAW

Yet another subject the VICA officer must become very familiar with is parliamentary procedure. By using parliamentary rules at all club business meetings, everyone is insured a chance to voice an opinion. For parliamentary laws are based on the democratic principle - that is, the majority rules, but the minority has a right to speak and be heard.

Knowledge of parliamentary procedure can also be an effective tool. Suppose that a member proposes a motion that you feel is bad and will not be good for the chapter. The proposer makes the motion sound like a good idea to the membership, and you think they will vote for it. In the discussion you do not want to divulge your inside information, but you do not want the motion to pass either. What can you do to help defeat it? There are several actions you can take:

1. Move to adjourn the meeting. This prevents action on the motion and gives you time to round up support for your point of view.
2. Move to recess the meeting. This stalls for more time to gain support.
3. Move to table the motion.
4. Move to postpone the motion to the next meeting.
5. Move to refer the motion to a committee to stall for time.
6. Move to amend the motion by adding to or changing it to make it clumsy or complicated.
7. Move the previous question to prevent discussion that might win more votes for the motion.
8. Move to postpone the motion indefinitely.

There are other ways to help defeat a motion you do not like, but this should illustrate the power and control you can have over an assembly if you know parliamentary law. An excellent authority and easy to read book on the subject is Demeter's Manual of Parliamentary Law And Procedure, by George Demeter. Your school library should have a copy of this. There are also workbooks, guides, and a slide-tape presentation on parliamentary procedure available from the address in front of this publication. Ask your teacher to send for a catalog.

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Before anyone attempts the mechanics of parliamentary procedure it is a good idea to learn the language first. Changing spark plugs in an engine is relatively simple, but one usually learns to say "spark plug" before actually doing the job. There are some new terms and phrases the learner needs to understand which will make parliamentary procedure much easier to comprehend:

1. All the membership that is present at a meeting is known as the house. This, however, does not include the presiding officer.

2. The presiding officer or person who runs the meeting holds a position called the chair. This is usually the club president or someone presiding in the president's absence. All the proceedings of the meeting are directed toward the chair, and usually members must be recognized by the chair before they may speak.

3. A member who is recognized by the chair has the floor. This means simply the right to speak, but there are instances when recognition is not necessary such as when "seconding" a motion.

4. A motion is an item of business a member brings up before the house that requires the organization to do something. The proper way to make a motion starts with "I move that _____." Any other way is incorrect. Most motions that are made must be seconded by another member.

5. Seconding a motion does not require getting recognition or even standing up. The person that agrees with the motion simply says, "I second the motion."

6. After a motion has been made and seconded it must still be stated before it is officially before the house. The presiding officer does this by saying, "It is moved and seconded that _____." After the statement, the floor is open for discussion.

7. Discussion or debate allows everyone with something to say, either for or against the motion, to do so in an orderly manner. This is also the time that a motion may be amended. An amendment to the main motion changes it in some way.

8. Amendments can be made in three ways: by leaving words out of the motion, by adding new words, or by doing both. The amendment must be discussed and voted on before returning to the main motion.

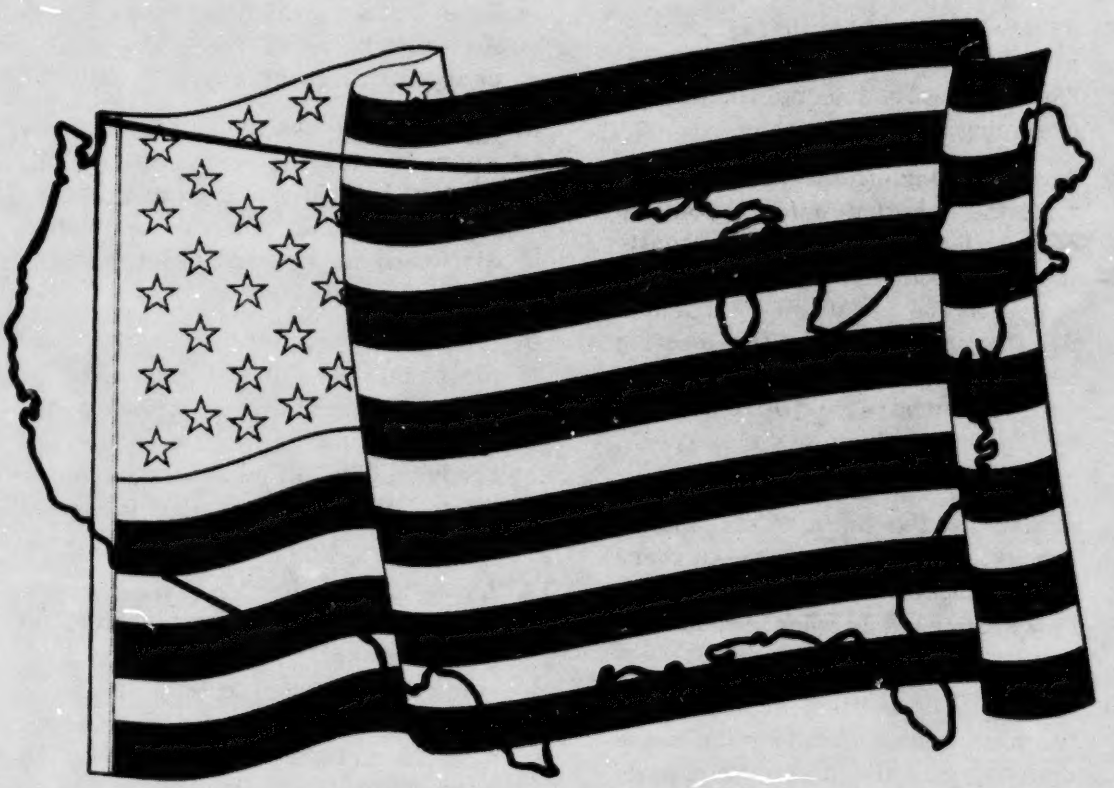
9. "Are you ready for the question?" is the phrase used by the presiding officer to determine whether the discussion has ended and the members are ready to vote. If no one seeks recognition, it is indicated that the house is ready to vote.

10. A vote may be taken in several ways - by voice, by standing, a raise of hands, by ballot, or by general consent. If a 2/3 majority is needed to pass, it is usually better to stand for a more accurate count. Voting by general consent is the quickest method, but if any member objects to it another vote must be taken.

11. A quorum is the required number of members at a meeting when business can legally take place. Most organizations require at least half the members to be in attendance in order to have a quorum.

12. The minutes are simply a written record of what goes on at a meeting.

The preceding is not, of course, all that a person needs to know in order to preside over a meeting. It is only to show that although some of the terms and phrases sound strange, they are basically simple when understood. Parliamentary procedure is based on the democratic principle of fairness for all. Everyone has a right to the opportunity to express an opinion. Parliamentary law insures this, and provides a way for it to be done in a fair, meaningful, and orderly fashion. A working knowledge of parliamentary procedure is indeed a necessary tool for the person who would be a leader. (Taken from Development of Professional Attitudes)



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## KNOW YOUR DUTIES

All club members and officers have the duty and obligation to abide by the rules of their chapter. They should study the organization's constitution and bylaws, then execute to the best of their abilities their club assignments. Failure to do so betrays the trust placed in them. As primary leaders of the VICA Club, the chapter officers have an even greater responsibility. Their duties are:

President

1. Must know parliamentary procedure and the club's constitution and by-laws.
2. Calls meetings to order and presides over the assembly as it conducts chapter business.
3. Maintains the club's integrity by demanding order and good conduct from members.
4. Places each piece of business before the assembly in proper order except when voted otherwise.
5. Answers questions of parliamentary inquiry and makes decisions concerning points of order.
6. Insures everyone the opportunity to speak (except when limited by by-laws) and especially encourages timid members when they have something to say.
7. Knows each member of the club and makes appointments to committees so that individuals can best utilize their abilities.
8. Restates motions in a clear manner so that everyone understands them while being careful not to change their meaning.
9. Allows no debate on a motion until it is seconded.
10. Entertains appeals for decisions from the chair.
11. Adjourns or recesses meetings when conditions jeopardize the integrity or safety of the chapter or members.
12. Maintains order when several rise to claim the floor.
13. Stands when: convening the meeting - addressing the assembly - putting a motion to vote - discussing an appeal - speaking on a point of order - adjourning the meeting - etc.
14. Does not discuss or debate a motion while presiding over the assembly.
15. Does not use "I" when presiding but instead says "the chair", such as "the chair appoints Tom Jones to", etc.
16. Surrenders the chair to the vice-president when personally involved in a motion.
17. Presides in a fair, impartial manner and avoids taking sides on an issue.
18. Voting: When vote is by ballot, votes with members - votes last when voting by roll call - votes only once unless given right by bylaws - announces voting results and assembly's decision - follows orders of assembly.
19. Does any other duties prescribed in bylaws.
20. Authorizes minutes, checks, etc. with signature as needed.

Vice-President

As "president in reserve" the vice-pres-

ident has the duty of preparing for the office as diligently as the president. He or she must be capable of taking over the job of presiding over meetings in the president's absence. The vice-president is a most important assistant to the president and has the job of chairing the program committee. This committee plans the chapter's activities for the year and is also responsible for the monthly meeting programs. Securing guest speakers, arranging the entertainment, making arrangements for facilities, and providing for refreshments are some duties of the program committee. In addition to this, the vice-president also oversees and coordinates the work of all the other chapter committees.

Secretary

1. Presides over meetings in absence of president and vice-president and must know parliamentary law.
2. Has copy of chapter constitution and bylaws for reference at meetings.
3. Handles chapter's correspondence needs.
4. Keeps correct membership roll and calls roll as directed.
5. Maintains accurate membership activity record.
6. Maintains up-to-date member participation record.
7. Keeps minutes of meetings - motions made, by whom, who seconded, result of vote - but not discussion or debate.
8. Prepares and presents to chair of committee copies of motions requiring their action.
9. Provides president with agenda before the meeting in advance.
10. Assists vice-president in setting up for meeting.
11. Reads minutes and reports as directed.
12. Maintains complete file of all documents, papers, letters, and minutes of the chapter.
13. Prepares annual report.

(Note) A Secretary's Notebook containing more information and record forms is available from the address at the front of this publication.

Treasurer

1. Is banker and custodian of all club funds as allocated in bylaws.
2. Keeps accurate records of all financial transactions.
3. Prepares records for opening audit committee.
4. Works with other officers preparing chapter budget.
5. Maintains roster of dues paying members.
6. Maintains member records.
7. Keeps up-to-date fiscal records of chapter activities.
8. Maintains accurate records of special projects.
9. Prepares inventory and net worth report.
10. Prepares records for closing audit committee.
11. Maintains periodic records and reports financial status to assembly as directed.
12. Chairs fund raising committee.

(Note) A Treasurer's Notebook containing more information and record forms is available from the address at the front of this publication.

Parliamentarian

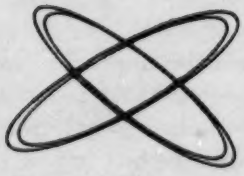
This office requires a person with a very thorough understanding of parliamentary law and procedure. The parliamentarian is the authority in any question on decorum and advises the presiding officer on such matters. Since settling controversial issues is sometimes necessary, the parliamentarian must have the respect of all the members. His or her judgement must be completely fair and impartial in order to safeguard the rights of every member. Thorough knowledge of the VICA club's constitution and bylaws is also necessary.

PATRIOTISM

VICA

VOCATIONAL INDUSTRIAL CLUB OF AMERICA

YOUTH



TECHNOLOGY

KNOWLEDGE

INDUSTRIAL SOCIETY

## KNOW OTHERS

Since you have been elected an officer in your club it is obvious you have impressed the members. You probably get along well with people. However, leadership is more than simply the ability to get along. It implies the knack for drawing the best out of others. And in order to do this, there are some important things to keep in mind.

If you would be a leader, be humble. All the power that you have as an officer was given you by the voting members. They deserve a leader that recognizes the importance of everyone in the club, and one who knows that without their support the officers would have no power at all. In other words, never let your elected position go to your head. Officers should never brag about their being elected. It alienates the also-rans and makes members feel that they have been fooled. Club leaders should not criticize the way things were done in the past. Being critical implies a feeling of superiority as though the officers think those who came before them were inferior beings. Be humble.

Cooperation and harmony is the ideal atmosphere in which to get work done as a group. This can be fostered by cultivating friendship with the members. Ask for their opinions and ideas, and when they offer advice listen to them carefully. Virtually everyone has the basic need of feeling worthwhile and important - a "cut above average", so to speak. When members are made to feel that their input is valued and they have something to say about club activities, they will work much harder to make the activities succeed.

As a chapter officer you will probably find that members will sometimes want to discuss their personal problems with you. This indicates that you have their respect and confidence. When they do, be a good listener. Do not tell them your own problems, and be careful about giving advice or telling them what to do. It is usually best just to listen and help the other person explore alternatives so they can find their own solutions.

Effective leaders are those who never take personal credit for projects accomplished. They boost the other members' ego systems by letting them take all the credit. And even if a project is not a success, a good leader will praise members for the work they put in on it. One word of caution, compliment and praise only those deserving it.

Every now and then you might meet a person that for some reason you find very difficult to work with. As an officer you represent authority, and some immature people resent authority. Or perhaps the other person wanted to be elected to your office, but you won. At any rate if you find yourself with an "enemy" in your own club, remember these wise words of counsel - The best way to get rid of enemies is to turn them into friends.

Understanding human nature is an important aspect of leadership. Let us look into that subject a little closer. There is a term in biology called homeostasis. In simple language it means maintaining the condition of a steady state of comfort by satisfying our needs. When we are thirsty we are not comfortable so we drink. When we are hungry we eat, in pain, we try to get relief, etc. Every-

one has the same basic needs, and one of the strongest of these is self satisfaction. That is the feeling of being worthwhile and socially accepted. Some people satisfy this need by making good grades in school, others by proving their worth by being exceptionally skilled in their trade. There are dozens of ways people can satisfy this need, and the things people do and the way they act socially are done for this reason. However, very often people are not aware of their motives for doing and acting the way they do. They may, in fact, not be conscious of the need they are trying to gratify. Lack of self understanding and frustration due to need fulfillment being blocked can lead to antisocial behavior. This can take the form of being a loud-mouth, bragging, cheating (outsmarting someone), being a bully, etc. Continued frustration causes stress and eventually will lead to even worse antisocial behavior.

Hopefully the above will give you a better understanding of yourself and the other members of your chapter. Through your role as a VICA officer you are in a position to help your fellow members develop their self awareness so they can lead happier, more productive lives. Leading a group is like planting a garden. You don't plant corn if you want tomatoes, and you don't plant negatives if you want positive results. You also don't plant a kernel of corn to get one back. They multiply. Positive attitudes will do the same in a good environment. Sow good stuff. For remember, "as ye sow, so shall ye reap".

## LEAD BY THE GOLDEN RULE

Treat fellow members as equals.

Be humble.

Respect and care for your fellow members.

Be open to suggestions and advice.

Be honest and sincere.

Keep members informed.

Delegate responsibility and back your members.

Judge performance by the results.

Give members credit and praise.

Never reprimand publicly.

Being an elected leader is not a success story. It is a great deal more like a continuing soap opera going from one sequel to another with each adding something to the drama. Developing leadership ability is similar in that each accomplishment adds more chance that the next step will be successful. It can also be compared to a trip on a road to be traveled without a place to stop except for fuel. And the first foot of the distance you have to travel is the one you are standing on.

Personal Appearance

When people hear the words "personal appearance" they automatically think about clothing. However, good grooming goes much further than this. Besides keeping your clothes neat and clean, it means bathing regularly, keeping the hair clean and neat, brushing the teeth at least twice daily, and cleaning and trimming the fingernails. Making a pleasing appearance includes posture. How one stands, sits, and walks conveys a message to the observer. One simply has more confidence in a person that stands erect with the shoulders back and head up. Using good taste when selecting clothing is also important. A good general rule is to buy the best you can afford. And always wear clothes that fit the occasion - no cut-offs to business meetings and formal wear to club bar-becues. In other words, dress always the way a leader would dress. Doing so makes one feel and look like a leader.

Poise

A quality of character that is absolutely necessary for a leader is imperturbability. This is a great big word that means simply the ability to stay calm or well poised in every situation. Self-control has been said to promote poise, and poise can be defined as raising the eyebrows instead of the roof. Self-control is the physical side of tactfulness, and the club officer who consistently practices it will always be in a more favorable position to get things done. Remember these words of wisdom, "to blow up is to lose face." And, "we can usually judge people by the size of what it takes to make them blow up."

Self-Confidence

You have seen performers who made speeches or sang before vast audiences, and perhaps you admired their self-confidence in being able to do so. You might have even wondered whether they might have been "born performers." But, remember what we said earlier in this manual. There are no "born" speakers. Only babies are born. And the person that now exudes poise and self-confidence once had shaky knees when speaking in front of even small groups - just like you when you gave your first oral book report or sang your first solo in the classroom. Their secret - practice, practice, practice. If you experience too much nervousness to effectively make a report to the club, start practicing with smaller groups such as your family. When you can make a speech to them easily and comfortably, move up to a larger one, perhaps a group of close friends. Before making a speech, in your "mind's eye" picture yourself poised and confident while making your presentation. You might even picture yourself after the speech accepting a round of applause for a job well done. It might sound silly, but it works. With enough practice you

will lose your self-consciousness and perhaps exude self-confidence like the performer spoken of earlier. Some of your admirers might even think, "Now there's a born leader!" But we won't tell them.

Goal Setting

How important is goal setting to you personally or to your chapter? We can answer this in two words - very important! Webster's definition of goal is "2: the end toward which effort is directed: AIM." To demonstrate the importance of goal setting let's explore the similarities between driving a truck, a football game, the VICA chapter, and leadership development.

Suppose you are learning to be an independent truck driver. You are offered a load that is destined for Tulsa, Oklahoma. You don't know whether to go or not, but after checking, you find that the price is right. Now, what do you need to reach this goal and collect the reward? A truck is the first thing, of course - a dependable vehicle big enough to carry the load. Fuel is also needed and you fill up. You cannot carry enough to get you there, but you know you can get more on the way. Now you are all set except for one thing. Where is Tulsa, Oklahoma? You need a highway map to plan your route. You get one, but you still have a problem. In order to read the map and plan the trip, you have to know where you are to start from.

Everything is finally ready and you begin. On the way you have some problems: a flat tire that causes extra work and lost time; you try a short-cut and lose your way, but finally get back on the right road; you get low on fuel and try coasting, but you can only coast down hills; climbing the hills is not so bad, but steep mountains make you and your truck strain hard to get over them; you run out of fuel completely and feel like giving up but someone going in the same direction tows you along to the next truck-stop; you discover a bridge has washed out ahead, and you have to backtrack and change your route; after reading your map again you finally reach your destination; you collect your reward, but you have learned a lot and now you are ready for the "long haul", maybe San Francisco or New York.

Now that our fantasy trip is over, let us see how we can compare it to the real trip you are starting.

You are learning to be a leader, and like the truck driver steering a truck, you will guide the chapter's activities.

The load is the responsibility placed on you by members when they elected you an officer. They expect you to do your best for them so that they too can grow and learn through club work.

Tulsa, Oklahoma was chosen as our goal because, for most of us, it is relatively only a short distance to aim for with our limited experience. In other words, we should be realistic and honest. Everyone learns to walk before they learn to run. However, setting goals too low can have a bad effect as well by causing a loss of interest. Focusing on a worthwhile objective brings up our energy level and our enthusiasm.

Goals should be established in the order of their importance after checking carefully to determine whether they will best provide the rewards. And remember, even though the goal might be to raise money for a club function, the primary objective of the activity, the reward, is

to promote growth - of yourself, and most important, growth of your fellow members.

The dependable vehicle you will be using is the Vocational Industrial Clubs of America. As a national organization it provides opportunities for you to aspire to any level of leadership - district, state, or national.

Fuel is the enthusiasm and encouragement needed to sustain the drive toward a goal. Even though one can be filled with enthusiasm in the early stages of a project, most cannot carry enough of it to last if the activity requires a great deal of time and work. You can get more enthusiasm from the reward of seeing the project take shape. And, as an officer, you can give more to fellow members by encouraging and praising them for their work.

A map is necessary to plan the shortest, most efficient route to where you want to be. You might be able to drive to Tulsa without one if you knew the general direction. But you would very likely waste a lot of time and effort. You might become a good leader without a step by step plan, and your chapter might be a success without a plan for its activities, but chances are you will waste a lot of time and effort without one. And, like reading a road map, you need to know where you are before planning your actions. Start by making a list of the good leadership qualities you have. If you stay clean and neat write it down. If you can write well, maintain eye contact when talking to someone, make a speech without being nervous, think on your feet, stay calm in tough situations, etc., write these things down. On the other hand, make an honest appraisal of your abilities and if you lack any desirable leadership traits, write them down too. Then list the things you can do to overcome the obstacles, and work at doing them. This part of your self improvement program may be a bit painful at first. But the results are worth it. Also, do not expect any big miracles at first. Big miracles are made up of bunches of little ones. Just keep this saying in mind, "A mile is a trial, but an inch is a cinch."

A flat tire in the story is used as a symbol of things that can happen that we have little or no control over. They can slow us down, but if we have the will power, we can "bounce back" and continue our progress.

Short-cuts are fine when they work, but in your preparation for leadership it is best to take the next step up from a well prepared foundation. This is not to say you should not take advantage if opportunities come up - only consider them carefully so you are not side-tracked from the route to your goal.

Running low on fuel, enthusiasm, can cause you to quit working toward your goal and coast awhile. However, keep in mind that you can only coast down hill and your goal of leadership is ever upward. Climbing the hills is the easy part, and gets you ready for the steep mountains. The only way you and the chapter will get the work done in order to reach the top is with enthusiasm and vigor. Without it you can completely run out of fuel and think about stopping where you are. Do not hesitate to accept the help of someone else willing to tow you along for a little while. Also, as a club officer, it is your responsibility to sometimes tow your fellow members along when they run out of enthusiasm. Remember that the surest way to get where you want to go is to help someone else get there.

There is a possibility of something major happening that completely bars any forward progress. If you come to a bridge that has washed out, you too may have to back-track and go a different way. But even if you have to go back and start all over, you have learned a lot and gained many valuable lessons. And the problem you are presented with only offers the opportunity of more lessons.

Now let's compare your club activities with a football game. You have probably already guessed what is to be stressed here. If you have guessed teamwork and cooperation, you are right. Can you imagine what would happen if the team members did not know what their assignments were? What if the team did not know where the goal line was? Suppose everyone wanted to carry the ball and no one wanted to block. You can easily see that this football team would never win a game. It is the same with your club. Every member should know the goals of the club, what specific duties they are to carry out, and be made to feel that their cooperation is greatly appreciated. As a club officer, this is your responsibility. And to carry out your duties, you must know how to work with others.

Personality

Everyone knows what personality is, but few people can define it. Everyone has one, yet no two are exactly alike. It can be called sparkling, winning, nice, good, pretty good, o.k., ho-hum, flat, poor, very bad, or terrible. And into which of these categories your personality best fits will determine to a large degree your success as a leader. In other words, one can have all the traits we usually associate with leadership - flexible, creative, mature, good speaking voice, intelligence, etc., but without a good personality this person will not be able to work with people.

Personality refers to all the personal traits of a person that can be observed by others and more. It is the sum total of the traits, habits, and tendencies, the balance of these in their relation to one another, how they are expressed, and how they affect people. There is some evidence that part of our personality is inherited. However, it is a generally accepted fact that we develop our personality through our experiences, and what is more important, through our interpretation of those experiences. Note the word "habits" in the definition above. If personality is partly a set of habits then we should be able to change the habits and improve our personality. And indeed we can.

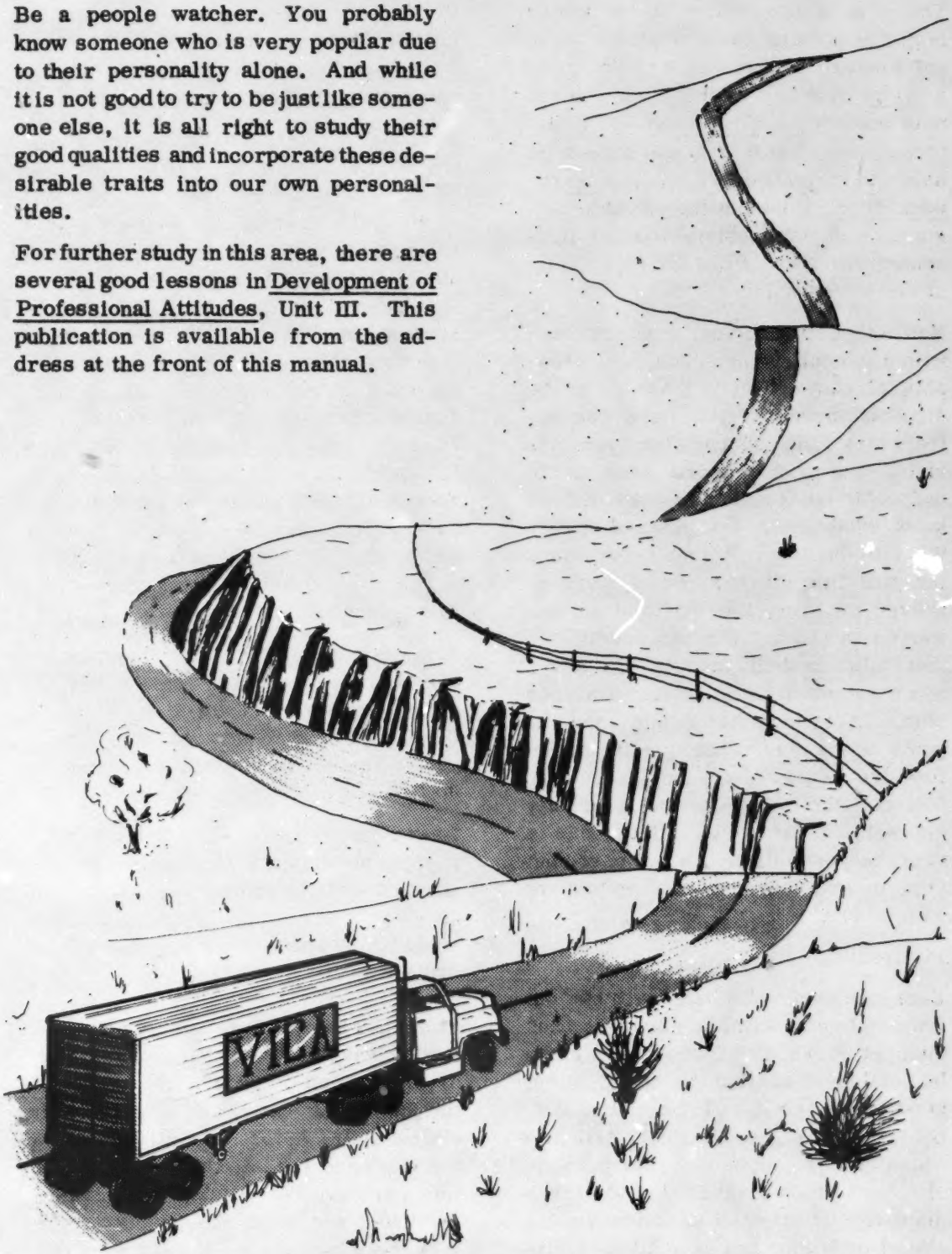
The basic personality is formed by the age of six. By the teen years it has become even more developed and rigid, so if you want to change it you have to work at it. There are several ways you can do this.

Read inspiring biographies and autobiographies about people you would like your personality to be more like. If you would develop a leadership personality, you should read about great American leaders.

There has been a large number of movies made about the lives of leaders. These are also good if you will not only study the plot of the story, but also study the acting itself. Actors are trained to allow the viewer to see into the minds of those they portray. Watch facial expressions, gestures, and body movements as they give their impression of a leader's personality.

Be a people watcher. You probably know someone who is very popular due to their personality alone. And while it is not good to try to be just like someone else, it is all right to study their good qualities and incorporate these desirable traits into our own personalities.

For further study in this area, there are several good lessons in Development of Professional Attitudes, Unit III. This publication is available from the address at the front of this manual.



## KNOW YOUR PUBLICS

If you were to ask the average person on the street what he or she thought about vocational industrial education, you would probable get a blank stare in reply. Few people know about it, yet good public relations are important for any vocational program. Pre-employment lab classes such as cosmetology depend on the general public for a chance to practice their skills, and cooperative classes must work for employers in the local community to learn the skills of various trades.

Much of the responsibility of keeping the public informed about any vocational program goes to the individual instructor or coordinator. But, due to its importance in making a program successful and because of the learning involved, the students and especially the club officers should share some of the responsibility. There are several ways they can do this so that while they perform a service for their class and club, they also develop their leadership abilities.

A public relations committee should be organized very early in the school year. It should include every member that has a special talent or ability. The committee will need writers, artists, speakers, and photographers as well as creative individuals who have good ideas.

### INTERNAL PUBLICS

Dealing with the public starts with other people associated with vocational courses and education in general. These are called "internal publics" and include vocational education staff and their students, general education staff, the student body, counselors, support personnel, school administrators, advisory committees, and alumni.

The following are some ideas of ways to improve relations with internal publics. You and your fellow members will be able to find others.

Vocational Staff And Students

1. Have a get acquainted party for new teachers and students.
2. Plan field trips with other vocational classes.
3. Share guest speakers with other classes.
4. Maintain a bulletin board for students and staff to exchange personal information.
5. Share films, tpaes, etc. when they are of common interest.
6. Produce and distribute a vocational newsletter.
7. Provide the skills of your trade for other classes' projects.
8. Have vocational teachers critique your VICA contest entries.

General Education Staff And Student Body

1. Invite new teachers to visit your shop.
2. Have an open house for general education faculty.
3. Arrange club activities to include all faculty members.
4. Display student work in prominent place and change frequently.
5. Provide your trade skills for school projects, programs, etc.
6. Make a presentation to each freshman English class to inform students about your vocational class before spring pre-registration.
7. Invite other classes to visit your shop.

8. Use the library to make trade journals available to everyone.
9. Act as student guides for school open house, social events, etc.
10. Have faculty member (such as speech teacher) help you prepare for VICA competition.
11. Arrange for recognition of outstanding vocational students.
12. Ask academic teachers to critique your VICA contest entries.
13. Secure outstanding people in industry to speak for school assemblies, commencement, etc.
14. Arrange a "trade fair" with all other vocational classes.

Counselors, Support Personnel, School Administrators

These are very important segments of your publics and they should all be invited to take part in the group activities previously listed. Also, since there is always a chain of command and there are school policies concerning speakers on campus, school publicity, and student activities, your publicity campaigns should be cleared with administration before putting them in action.

Your principal and superintendent should be kept posted concerning your club and vocational class activities. Here are some things you can help your teacher provide for them.

1. A VICA schedule of events -local, state, and national.
2. A publicity scrapbook of vocational education.
3. A scrapbook of VICA activities.
4. Taped recordings of speeches made by vocational education leaders at special meetings and in-service workshops.
5. Taped commentaries and speeches made by guest speakers in the classroom.
6. Local vocational education newsletter.

Advisory Committee

Your class or trade advisory committee performs the important function of making suggestions and recommendations to your vocational instructor. It provides an avenue of communication between the school, industry, and the community. Besides assisting in the usual manner, members of the advisory committee can also be of value in the development of a good public relations program. Some might be able to help arrange publicity for your activities through their contacts with radio and television stations, newspapers, and trade magazines. Others might invite administrators, counselors, and students to their places of business, industrial plants, etc. Still others may serve as speakers to inform the lay public of the relationship between school, industry, and the community. One can easily see the need for cultivating a good relationship with a well chosen advisory committee.

1. This group should be invited to all social activities listed previously.
2. A VICA schedule of events should be sent to members.
3. Send copies of newsletters, announcements, etc.
4. Present each member with certificate at year's end.
5. Ask members to judge local competitive activities.
6. Let them know how you did in district, state,and national VICA competition.

Alumni

There are few publics as neglected and underutilized as former vocational students. If their friendship is cultivated, they can prove to be a valuable aid: to

the club by sharing their own experience with new members; to the vocational class by helping students get jobs; to the public relations program itself through talking with the people they meet and those they work with; and finally, as voting members of the community they help decide issues that can affect the school directly.

1. Keep them informed as to club activities.
2. Invite them to attend meetings and socials.
3. Arrange an alumni reunion.
4. Ask their help in preparing for VICA meets.
5. Invite them to be guest speakers.
6. Enlist their cooperation for specific school projects.

## EXTERNAL PUBLICS

### Parents

A very important group that is in reality not very "external" is the one composed of parents of vocational students themselves. Since the educations of their children are at stake many will want to know more about the class and how it operates. Here are some things you might do.

1. Encourage parents to visit your class by personal invitations.
2. Have an "open house" and display student work.
3. Ask parents to help on class projects.
4. Have a parent-student banquet.
5. Ask parents with a meaningful presentation to speak to the class.
6. Invite parents to attend local, district, and state VICA meets.
7. Arrange a group conference for parents. (A thirty-minute slide-tape presentation, "Something of Value," is available from the address in front of this publication.)

### Civic Organizations

These organizations provide an excellent opportunity to inform the public of the vocational program and club activities. Also, since civic clubs function to serve the community in various ways, they can be very useful in cooperative efforts with chapter projects. Most civic organizations represent a cross section of local business and industry and, as such, are excellent sources of training stations for I.C.T. students. They can also advise and help vocational education in many other ways. But before they can do anything for you, they have to know you are there.

1. Make a list of civic organizations in your community, the time and place of their meetings, and their officers.
2. Make a survey of "internal publics" to see if anyone on the "inside" is a member of a civic organization - if so, their influence can be useful.
3. Send out invitations to all organizations inviting them to open house in the fall. See that those who attend get the "red carpet" treatment.
4. Send the school paper, vocational newsletter, etc. to civic club presidents.
5. Work with civic groups in Christmas toy drives, food drives, etc.
6. Make presentations at civic group luncheons informing them about VICA and industrial education.
7. Invite a civic club member to make a presentation to the class or club.

### Labor and Management Organizations

An attempt was made about 1930 to organize a club very much like VICA. The people who tried to put it all together were sincere and dedicated, but they

made a costly mistake. They forgot about their public relations and did not enlist support from either management or labor. There was much conflict between the two at that time, and both were suspicious of the club. Each thought it was a plot against them. The result, along with a deepening depression, was the club failed in less than two years.

This is an extreme example, but it points out the importance of including all segments in a public relations program. Labor unions can provide valuable information on industrial trends and practices. Their officers should be kept informed about vocational programs and their activities. Follow the same suggestions for these groups as those listed for civic organizations.

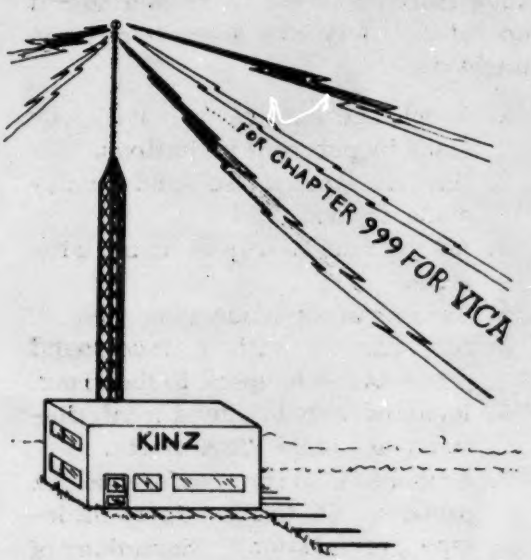
General Public

Although all the groups mentioned this far will be included in the general public, there are still a great many more that should not be overlooked. Radio and television can be used to reach the greatest number of people. Since they are required by law to donate a certain amount of air time to public service announcements, the stations will accept newsworthy items concerning school and club activities. A panel discussion with a question and answer session is an ideal way to let the general public know what vocational education is all about. If possible, the public should have access to the panel by telephone to ask questions.

Newspapers are also a very good way to inform the general public. Although the club reporter is primarily responsible for writing articles for newspapers, everyone in the club should be able to gather facts for the articles. There are five very important things to record for a good news release: Who did what, when, why, and where. On some occasions you will also want to mention how something was done. One other thing. People enjoy seeing their names in the newspaper -- if they are spelled correctly. Be extra careful of this.

Here is a list of events that you might do an article on for a news release:

1. The summer student leadership conference
2. Chapter officer election
3. Bestowing an honorary membership
4. Announcing an open house
5. Guest speakers
6. Fall leadership conference
7. Vocational Teachers' Workshop
8. Vocational Teachers' In-Service
9. Before and after VICA district meets
10. District officer elections (if a chapter member wins office)
11. Chapter fund raising projects (it pays to advertise)
12. Before and after state meet
13. Before and after national meet
14. Student-parent banquet
15. Employer-Employee banquet
16. Club social service activities



## IN CONCLUSION

Congratulations once again on your decision to develop your leadership abilities. Since you have read this far in the manual it is obvious that you are willing to put forth the effort necessary to reach your goal. But do not be tempted to stop here. Study and practice to continue to develop your leadership qualities. Take every opportunity to gain practical experience in serving your fellow members, your community, and your nation. For by serving others, you also serve yourself.